



building foundations for growth on growth – emerging market economies

Doing it faster and harder is not sustainable. A leading fashion brand in China was growing rapidly in 2010 and the team was doing a solid job managing the growth. However business challenges were emerging:

- ❖ Performance was not consistent throughout the business
- ❖ Leaders and managers at all levels were being stretched beyond their capability
- ❖ Different standards and balances of leaders were disruptive to collaboration and service.

The Organisation and People Development challenges included:

- ❖ Lack of an organisation and people development strategy
- ❖ Leaders at all levels had not been equipped with the capability to meet the challenges of their roles

Working closely with individuals, teams and the organisation for several years.

Team alignment and team effectiveness:

Assessments with all core leadership teams, tracking clear improvements in team effectiveness scores at one time. This was achieved not by doing team development training alone but also by developing the capability of the managers to lead and manage their teams more consistently and effectively.

Tailor made people strategy:

Design and delivery of management and leadership development programs for the three levels of management.

Bringing the strategy alive:

Individual assessments for the top 25 leaders as the starting point for a transformational leadership journey. When the individual assessment was re-run 2 years later, results demonstrated significant shifts, many transformational, in the results moving from 'problem-reacting' behaviours to 'outcome-creating' behaviours.

We built the capability of the organisation and the top two levels of leaders (65 people), and developed core competencies throughout the organisation down to Store Manager level (1000 people). Financial results stabilised, solid foundation for growth to continue.